

Risk Management Plan

CalWIN



Revised Date: 10/31/00 01:51 PM

RECORD OF CHANGES

Change Number	Brief Description of Change (include page numbers)	Date	Responsible Party
	Initial PCD		
1.0	Created Risk Management Process document.	02/28/00	PMO
	PCD for Training		
2.0	<p>Updated CalWIN Jointly Managed Risks and CalWIN Risk Mitigation Plans based on 4/5/00 Risk Management Meeting.</p> <p>CalWIN Jointly Managed Risks changed:</p> <ul style="list-style-type: none"> • Risk Item #007 – changed Probability from 2 to 3. • Changed general risk to make it specific to Contractor • Risk Item #013 – changed wording of impacts. • Risk Item #023 – changed Probability from 3 to 2. • Risk Item #024 – changed Probability from 3 to 2. • Added Risk Item #26 for Consortium specific risk <p>CalWIN Risk Mitigation Plans changes:</p> <ul style="list-style-type: none"> • Updated CalWIN Risk Mitigation Plans for Risk Items 013, 019, and 020. • Deleted Risk Mitigation Plans for Risk Items 023 and 024. • Added Risk Mitigation Plans for Risk Items 007 and 026. • Overall – updated wording of risks to be more active voice. 	04/27/00	PMO
	PCD for GSD		
3.0	<p>Updated CalWIN Risk Management Plan (RMP) as per the MAM0503200:</p> <ul style="list-style-type: none"> • Added contingency strategies developed during the meeting. See individual risk mitigation plans for details. • Added “Status/Comment” column to matrix to capture additional impacts and other pertinent information. • Changed wording on Risk Mitigation Plans header from “Action to be Taken” to Mitigation Strategies. • Added additional possible risk mitigation strategies 	05/12/00	Risk Management Manager
3.1	Added new risk #28 on interfaces. Re-worded risk impact #2 in Risk #027. Added status updates/comments to risk items #7, #20 and #26.	06/14/00	Risk Management Manager
	PCD for DSD/Telecommunication Design		
4.0	Added new risk #29 on conversion. Updated status on pertinent risks.	07/14/00	Risk Management Manager
4.1	Updated risk statuses from 8/2/2000 Risk Management Meeting	08/09/00	Risk Management Manager
4.2	Updated risk status from 9/6/00 Risk Management Meeting and added Risk #30, DUAR Assumptions as a high risk item	09/13/00	Risk Management Manager
4.3	Updated risk status from 10/4/00 Risk Management Meeting.	10/11/00	Risk Management Manager

Change Number	Brief Description of Change (include page numbers)	Date	Responsible Party
4.4	Changed wording from “shareholder” to “stakeholder” in Risk Item No. 19.	10/31/00	PMO

TABLE OF CONTENTS

1. INTRODUCTION	1
1.1 PURPOSE AND SCOPE.....	1
1.2 AUDIENCE.....	1
2. RISK MANAGEMENT APPROACH.....	1
2.1 RISK PARADIGM.....	1
2.2 TEAM RISK MANAGEMENT.....	3
ATTACHMENT 1 – POTENTIAL SOURCES OF PROJECT RISK.....	4
ATTACHMENT 2 – CalWIN JOINTLY MANAGED RISKS.....	5
ATTACHMENT 3 – CalWIN RISK MITIGATION PLANS.....	15

CalWIN Project

Risk Management Plan

1. Introduction

1.1 Purpose and Scope

The purpose of this document is to describe the Risk Management approach to be applied during execution of CalWIN and the roles and responsibilities of CalWIN Project Team members in successfully implementing this plan.

Risk management is a practice with processes, methods, and tools for managing risks. It provides a disciplined environment for proactive decision making to:

- assess continuously what could go wrong (risks),
- determine which risks are important to deal with, and
- implement strategies to deal with those risks.

1.2 Audience

This plan is intended for use and application by the CalWIN Management Team, comprised of:

- EDS CalWIN Management Team
- WCDS CalWIN Management Team

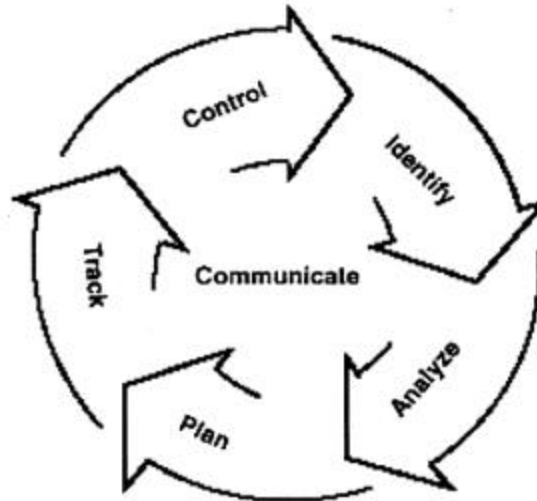
2. Risk Management Approach

CalWIN Risk Management is based on a Team Management Methodology built upon the framework of the SEI Risk Management Paradigm. Cooperatively, the WCDS CalWIN Team and the EDS CalWIN will work together in team risk management to anticipate and avoid problems by managing project risks. Team risk management establishes a cooperative working environment through-out all levels of the project that gives everyone in the project the ability and motivation to look ahead and handle risks before they become problems. This is accomplished through a set of processes, methods, and tools that include activities that join the WCDS CalWIN Team and the EDS CalWIN Team together as a “team” to manage project risks.

2.1 Risk Paradigm

Making informed decisions by consciously assessing what can go wrong, as well as the likelihood and severity of the impact, is at the heart of risk management. Making informed decisions involves the evaluation of the tradeoffs associated with all policy options for risk mitigation in terms of their costs, benefits, risks, and the evaluation of the impact of current decisions on future options. This process of risk management embodies the identification, analysis, planning, tracking, controlling, and communication of risk. Refer to the CalWIN Risk Management Process for a detailed description of CalWIN Risk process implementation.

The risk paradigm is a circle emphasizing that risk management is a continuous process, while the arrows show the logical flow of information between the activities. Communication is placed in the center of the paradigm because it is both the conduit through which all information flows and often is the largest obstacle in risk management. A brief summary of each activity is described below.



Identify

Search for and locate risks before they become problems. Identify risks and set project priorities to arrive at a joint understanding. Identify new risks and changes. Attachment 1 identifies areas of potential risk.

Analyze

Process risk data into decision-making information to determine what is important to the project, to set priorities, and to allocate resources. Group risks and quantify impact, probability, and timeframe.

Plan

Translate risk information into decisions and mitigating actions (both present and future), and implement those actions. Joint risks require a team process to develop mitigation plans. Establish the mitigation plans for the risks. The risk strategy for a specific risk can take many forms: Eliminate, Mitigate, Accept, Study, or Transfer.

- Eliminate – The risk is immediately acted on. This is based on the cost of eliminating the risk versus the cost of potential impact and the likelihood that it will occur.
- Mitigate – Reduce the impact of the risk and the likelihood that the risk will occur to an acceptable level should the risk occur.
- Accept – Accept the consequence of it happening. This is an appropriate strategy for a low risk or a risk which have been mitigated to an acceptable level should the risk occur.
- Study – Resources are needed to further investigate the risk to acquire more information and better determine its characteristics to enable more knowledgeable decision-making.
- Transfer – The authority and accountability to actually deal with the risk lies elsewhere.

Attachment 2 identifies CalWIN Jointly Managed Risks.

Track

Monitor risk indication and mitigation plans. Indicators and trends provide information to activate plans and contingencies. These are also reviewed periodically to measure progress and identify new risks.

Maintain visibility of risks, project priority, and mitigation plans. Attachment 3 describes the Risk Tracking Template.

Control

Correct for deviations from the risk mitigation plans. Actions can lead to corrections in products or processes. Any action may lead to joint resolution. Changes to risks, risks that become problems, or faulty plans require adjustments in plans or actions. Maintain the level of risk acceptable to the project managers. Attachment 4 describes the Risk Database Data Elements.

Communicate

Provide information and feedback internal and external to the project on the risk activities, current risks, and emerging risks. Communication occurs formally as well as informally. Establish continuous, open communication. Formal communication about risks and action plans is integrated into existing technical interchange meetings, design reviews, and user requirements meetings.

2.2 *Team Risk Management*

Team Risk Management defines the organizational structure and operational activities for managing risks throughout all phases of the CalWIN development project such that all individuals are participating team members.

Team risk management is built upon nine principles. A summary of the nine principles is provided below.

Principle	Effective risk management requires:
1. Shared product vision	A shared vision for success based upon commonality of purpose, shared ownership, and collective commitment.
2. Forward-looking search for uncertainties	Thinking toward tomorrow, anticipating potential outcomes, identifying uncertainties, and managing project resources and activities while recognizing these uncertainties.
3. Open communications	A free flow of information at and between all project levels.
4. Value of individual perception	The individual voice which can bring unique knowledge and insight to the identification and management of risk.
5. Systems perspective	That development be viewed within the larger systems-level definition, design, and development.
6. Integration into project management	That risk management be an integral and vital part of project management.
7. Proactive strategies	Proactive strategies that involve planning and executing project activities based upon anticipating future events.
8. Systematic and adaptable methodology	A systematic approach that is adaptable to the project's infrastructure and culture.
9. Routine and continuous processes	A continuous vigilance characterized by routine risk identification and management activities.

Attachment 1 – Potential Sources of Project Risk

<p>A. Product Engineering</p> <ol style="list-style-type: none"> 1. Requirements <ol style="list-style-type: none"> a. Stability b. Completeness c. Clarity d. Validity e. Feasibility f. Precedent g. Scale 2. Design <ol style="list-style-type: none"> a. Functionality b. Difficulty c. Interfaces d. Performance e. Testability f. Hardware Constraints g. Non-Developmental Software 3. Code and Unit Test <ol style="list-style-type: none"> a. Feasibility b. Testing c. Coding/Implementation 4. Integration and Test <ol style="list-style-type: none"> a. Environment b. Product Integration c. System Integration 5. Engineering Specialties <ol style="list-style-type: none"> a. Maintainability b. Reliability c. Safety d. Security e. Human Factors f. Specifications 	<p>B. Development Environment</p> <ol style="list-style-type: none"> 1. Development Process <ol style="list-style-type: none"> a. Formality b. Suitability c. Process Control d. Familiarity e. Product Control 2. Development System <ol style="list-style-type: none"> a. Capacity b. Suitability c. Usability d. Familiarity e. Reliability f. System Support g. Deliverability 3. Management Process <ol style="list-style-type: none"> a. Planning b. Project Organization c. Management Experience d. Program Interfaces 4. Management Methods <ol style="list-style-type: none"> a. Monitoring b. Personnel Management c. Quality Assurance d. Configuration Management 5. Work Environment <ol style="list-style-type: none"> a. Quality Attitude b. Cooperation c. Communication d. Morale 	<p>C. Program Constraints</p> <ol style="list-style-type: none"> 1. Resources <ol style="list-style-type: none"> a. Schedule b. Staff c. Budget d. Facilities 2. Contract <ol style="list-style-type: none"> a. Type of Contract b. Restrictions c. Dependencies 3. Program Interfaces <ol style="list-style-type: none"> a. Customer b. Associate Contractors c. Subcontractors d. Prime Contractor e. Corporate Management f. Vendors g. Politics
---	--	--

Attachment 2 – CalWIN Jointly Managed Risks

Risk Item #	Risk Category	General Risk	Potential Impacts	Status/Comments	Prob-Ability	Impact	Priority
					1- Low 2-Med 3-High	1-Low 2-Med 3-High	Prob-ability x Impact-Priority
001	Cost	Late payments or “draw-downs” may impede timely completion of project activities.	1. Project implementation will be delayed due to late payments. 2. Vendors/Contractors will be unable to continue work with out timely payments.	09/16/00 Santa Cruz county has not yet paid a single project invoice on time; they are delayed waiting for board approval and Sandra/Arnold are in frequent communication with them trying to resolve this issue. Need to develop mitigation approach for this risk. 10/06/00 San Cruz received approval from their BOS and payment should be forthcoming.	2	2	4
002	Cost	Delayed State budgeting and funding processes would create delays in obtaining necessary CalWIN funding.	1. Late funding releases may impact the vendor’s ability to continue work and deliver on time and within budget. 2. Late funding releases would severely impact implementation and timely project completion.		2	2	4
003	Develop-ment	The CalWIN systems development effort will yield components that are not be adequately integrated and/or support the CalWIN model.	1. Rework will be required to revise functionality and improve integration. 2. Poorly integrated components would negatively impact implementation and timely project completion.	10/06/00 Our cross-track review process enables the various tracks to document and coalesce cross-track requirements and issues to ensure that they are carried forward in each phase of the project and that ultimately components are properly integrated.	2	3	6
004	Develop-ment	The CalWIN system does not fulfill the design requirements as	1. Rework will be required to revise functionality to meet the	10/11/00 Beginning the GSD Review and Resolve Process to ensure that	2	3	6

Risk Management Plan

Risk Item #	Risk Category	General Risk	Potential Impacts	Status/Comments	Prob-Ability	Impact	Priority
					1- Low 2-Med 3-High	1-Low 2-Med 3-High	Prob-ability x Impact- Priority
		outlined by the contract (and contained in the appropriate references document).	<ul style="list-style-type: none"> requirements. 2. Implementation schedule will be delayed. 3. Negative publicity may be generated further jeopardizing the project. 4. May result in a loss of confidence among stakeholders. 	the requirements are continued in the appropriate form in the GSD Deliverable.			
005	Environ-ment	Relationship between the CalWIN partners is threatened and/or deteriorating. Inability of partners to maintain collaborative and synergistic relationship.	<ul style="list-style-type: none"> 1. Project success/schedule is threatened because of an inability of partners to work together cohesively and/or effectively. 2. Non-productive activities erode project resources and successful project completion. 		2	2	4
006	Environ-ment	Physical project facilities do not adequately meet the needs of the project and/or project team.	<ul style="list-style-type: none"> 1. The project sites (temporary and permanent) may not provide adequate workspace, equipment, tools, supplies, security, etc. to meet the needs of the project team. 2. The county training sites may not be identified, secured and/or appropriate to meet the goals/objectives of successful CalWIN training. 3. Training sites will be dependent on a variety of factors and may be volatile if project timeline and implementation schedule changes. 		1	2	2

Risk Management Plan

Risk Item #	Risk Category	General Risk	Potential Impacts	Status/Comments	Prob-Ability	Impact	Priority
					1- Low 2-Med 3-High	1-Low 2-Med 3-High	Prob-ability x Impact- Priority
007	Human Resources	Inadequate Contractor staffing (quality and/or quantity) is likely to cause poor quality work, schedule slippage or both.	<ol style="list-style-type: none"> 1. Delay in CalWIN deliverable acceptance. 2. Delay in Consortium-wide Implementation due to schedule slippage. 3. Negative publicity may be generated further jeopardizing the project. 4. May result in a loss of confidence among stakeholders. 	06/05/00 Technology Services Team is experiencing difficulty in filling open positions. Team is currently employing contingency strategies to fill these positions as quickly as possible. 10/06/00 Loss of key staff on Management Reporting track resulted in minimal disruption due to the hiring of a new Track Lead within a few weeks time.	3	3	9
008	Human Resources	Individual's expectations are not in alignment regarding roles and responsibilities.	<ol style="list-style-type: none"> 1. Staff is unclear about the role/responsibilities and is therefore, under or over utilized. 2. Staff is unclear about their role/responsibilities and become disenfranchised. 	09/16/00 Roles and Responsibilities document will be updated as a part of the PCD update for DSD. 10/06/00 WCDS & Gov-Connect updating their roles and responsibilities document for the DSD PCD Update.	2	2	4
009	Management	Project Management processes (PM2) are not adequately utilized.	<ol style="list-style-type: none"> 1. Project management approach may be inefficient and/or ineffective. 2. Project success may be threatened and the project timeline negatively impacted. 	09/16/00 PMO continues to refine and mandate use of PMP and will begin implementation of our internal Q/A process during this calendar year.	1	3	3
010	Other-Commitment	Lack of commitment to the project by internal and/or external stakeholders.	<ol style="list-style-type: none"> 1. Lack of buy-in and support by project team members and/or external stakeholders. 2. Inability to solicit necessary information/data from COUNTIES. 3. Difficulty completing user training and implementing the system. 	09/16/00 Project Management staff continue to communicate to all stakeholders the status of the project. Instituted a County Action Item Tracking Log that lets the project track the status of information requests sent to the Counties for feedback.	2	2	4

Risk Management Plan

Risk Item #	Risk Category	General Risk	Potential Impacts	Status/Comments	Prob-Ability	Impact	Priority
					1- Low 2-Med 3-High	1-Low 2-Med 3-High	Prob-ability x Impact- Priority
			4. Difficulty obtaining necessary approvals from project oversight authorities.				
011	Other-Communications	Lack of knowledge among stakeholders about the project goals, objectives and outcomes.	1. Lack of buy-in and support by stakeholders. 2. Inability to solicit necessary information/data from COUNTIES. 3. Difficulty completing user training and implementating the system. 4. Rejection of the CalWIN system by the COUNTIES.	10/06/00 The Technology Teams WCDS/CalWIN have regularly scheduled bi-weekly meetings to raise and coordinate pertinent technology issues. These meetings will become weekly beginning in November 10/06/00 The CalWIN Technology Update has been published to the project web site. 10/06/00 The CalWIN Managers web site will be up and running by 10/13/00.	2	2	4
012	Other-Communication	Misinformation about the project is disseminated to both internal and external stakeholders.	1. Project staff becomes dissatisfied and disengaged from the project or leave the project. 2. Project stakeholders make incorrect assumptions about project status. 3. Project resources are temporarily reallocated to rectify damage done by misinformation "leaks"	10/06/00 CalWIN is holding quarterly meetings to communicate project status and other pertinent information to external stakeholders.	1	2	2
013	Other-Implementation	The implementation schedule does not allow for recovery from any task delays resulting in slippage of the COUNTIES implementation date.	1. Any delay will very likely cause a minimum one-month delay in overall project schedule. 2. Failure to meet planned implementation date will cause widespread significant business		3	3	9

Risk Management Plan

Risk Item #	Risk Category	General Risk	Potential Impacts	Status/Comments	Prob-Ability	Impact	Priority
					1- Low 2-Med 3-High	1-Low 2-Med 3-High	Prob-ability x Impact-Priority
014	Other-Implementa-tion	Significant business disruption occurs during implementation at the county level.	disruption. 1. Frustration/added stress on users to manage workload. 2. Decreased productivity by County staff; potential increased errors.		2	2	4
015	Processes	The oversight processes utilized by external stakeholders may cause excessive diversion of project resources away from planned activities.	1. Project staff spends excessive time/energy participating in the external oversight processes, which redirects them from core, planned activities.	1. MGT Study, May 2000. 2. HHSDC Oversight Review, May 2000. 3. Foster Care Alternative Analysis Study, July 2000. 4. Presentation in San Diego to Employee Union group, September 2000.	2	3	6
016	Processes	The implementation of standardized processes is not institutionalized on a project-wide basis.	1. The project processes (e.g. Quality Assurance, Configuration Management, etc.) may not be regular followed causing inconsistency and possible rework.	10/06/00 The Quality Assurance process will be rolled out this quarter to ensure compliance with project processes and procedures.	2	2	4
017	Products	Deliverables and work products are not produced and/or resolved in a timely manner.	1. The appropriate resources may not be in place to produce and/or resolve quality deliverables on schedule. 2. The project schedule is compromised and implementation is delayed.	10/06/00 Developing an interim review strategy and working with Project Management Team to further clarify the review/resolve roles and responsibilities.	2	3	6
018	Products	Deliverables and work products are not reviewed and/or approved in a timely manner.	1. One or more of the approving authorities may not follow the approval process. 2. The appropriate resources may not be in place to review and approve deliverables on	10/06/00 The team has instituted the identification of review aids as a part of the regular deliverable review process. These review aids should be included in the DED for a particular deliverable.	2	3	6

Risk Management Plan

Risk Item #	Risk Category	General Risk	Potential Impacts	Status/Comments	Prob-Ability	Impact	Priority
					1- Low 2-Med 3-High	1-Low 2-Med 3-High	Prob-ability x Impact- Priority
019	Require-ments	Various stakeholders interpret requirements differently, or disagree with requirements stated in the ITP.	<p>schedule.</p> <p>3. The project schedule is compromised.</p> <p>1. System will not be designed according to stakeholders expectations and will not meet their perceived needs.</p> <p>2. Causes a significant delay in CalWIN Joint Requirements Validation process.</p> <p>3. CalWIN requirements will not be accepted and system design and development will be significantly delayed.</p>	10/06/00 Disagreement over requirements interpretation is handled through our regular issue and change management processes.	3	3	9
020	Require-ments	Federal, State and/or County legislative and/or policy changes impact project requirements. All County Letters (ACL) and All County Information Notices (ACIN) may change CalWIN related programs requirements not included in the CalWIN system baseline requirements.	<p>1. Significant policy changes would undoubtedly result in substantial cost and/or schedule increases and implementation delay.</p> <p>2. Causes significant requirements creep and schedule slippage, delaying implementation.</p>	<p>06/05/00 Possible CalWorks changes will be adopted with coming legislation. Additional requirements may be necessary for AB 510.</p> <p>09/16/00 AB 1233 has passed and is awaiting the Governor's signature. It amends the W&I code and some of the provision could affect CalWIN requirements.</p> <p>10/06/00 AB510 has been signed by the Governor and chaptered into law. The impact of this will be tracked by the project as it evolves into policy, regulation and/or procedures.</p>	3	3	9
021	Require-ments	Current baseline requirements are incorrect, missing or not clearly understood.	1. Baseline requirements may not meet the needs of the end-users in today's "welfare-to-work" environment.	10/06/00 Using the Issue/Change process to address this on an on-going basis.	2	3	6

Risk Management Plan

Risk Item #	Risk Category	General Risk	Potential Impacts	Status/Comments	Prob-Ability	Impact	Priority
					1-Low 2-Med 3-High	1-Low 2-Med 3-High	Prob-ability x Impact-Priority
022	Require-ments	Increase/decreases in county caseloads, sites and/or transaction volume above initial expectations.	<ol style="list-style-type: none"> 2. End-user staff may be unwilling to use the new system built using incorrect requirements. 1. Decreased system performance from original service level agreements. 2. Need for equipment upgrades and other system enhancements. 3. Overly architected system that does not meet the needs of the COUNTIES. 	09/16/00 Invoking the Capacity Planning process to illicit information from Counties on sites and users to aid in continued systems development efforts. 10/06/00 Currently obtaining source data from counties to aid in the Capacity Planning and Conversion processes.	2	2	4
023	Technology	Considerable dependence on COUNTIES for timely receipt and translation of county-specific conversion data.	<ol style="list-style-type: none"> 1. Incomplete data conversion will produce incomplete and inaccurate system data. 2. COUNTIES will not use the system if data is not complete and correct. 	09/16/00 CDS/CalWIN conversion Workgroup was formed to address conversion specific issues as they arise. A presentation on conversion activities is planned for the September CalWIN Managers meeting to outline areas of responsibility for each party.	2	3	6
024	Technology	Competition with other projects within COUNTIES could impact their ability to complete data conversion, interface and other implementation activities on time.	<ol style="list-style-type: none"> 1. Potential delay of county conversion could lead to implementation delay and/or cost overruns. 2. Inability to conduct timely training could lead to the system not being effectively utilized. 	09/16/00 Working with HHSDC to identify funding sources to support interfacing agency activities needed to support the CalWIN application. 10/06/00 Continue to identify competing projects through the CalWIN Managers Planning Group and Pilot County Meetings and assess impact.	2	3	6
025	Technology	Significant technology industry changes occur during the project lifecycle.	<ol style="list-style-type: none"> 1. The proposed technology becomes "out-dated" before it becomes operational. 2. Proposed equipment is no 	08/02/00 Establish IT Strategy and Planning Policy quarterly updates.	3	2	6

Risk Management Plan

Risk Item #	Risk Category	General Risk	Potential Impacts	Status/Comments	Prob-Ability	Impact	Priority
					1- Low 2-Med 3-High	1-Low 2-Med 3-High	Prob-ability x Impact- Priority
026	Human Resources	Inadequate Consortium and/or COUNTIES staffing (quality and/or quantity) is likely to cause poor communication of requirements, inadequate identification of deliverable defects, schedule slippage, and poor quality final products.	longer available; more costly and/or not proven causing costly overruns and schedule slippage. 1. Inadequate identification/validation of requirements, deliverable defects and final products. 2. Delay in CalWIN acceptance/approval. 3. Delay in Consortium-wide Implementation due to schedule slippage.	08/02/00 Increased visibility of needs and standardizing communications of action items. Set up website to control the receipt and sending of information to and from the Counties. 06/05/00 Consortium is having difficulty filling open positions (Technology & Training). Employing contingency strategies and reorganizing workloads and stepping up recruitment activities. 07/01/00 Hired Training Manager (date?) for Consortium project team. 09/16/00 2 County Technical Team staff position have been filled (1) is a replacement and (1) is a new position. There are plans to adjust the budget to bring on additional Training Coordinators.	3	3	9
027	Cost (Budget)	The lengthy State budget cycle will likely result in misappropriation of CalWIN Project funds for a SFY	1. Failure to accurately reallocate unspent dollars to future SFYs over six months in advance of the new SFY. 2. Funding won't be in the correct fiscal year due to the lengthy forecasting timeline and the degree of accuracy of the forecast results.	10/06/00 Legislation has been passed to allow funds to automatically role from FY to FY for the project life cycle. This becomes effective in the next budget cycle.	3	3	9

Risk Management Plan

Risk Item #	Risk Category	General Risk	Potential Impacts	Status/Comments	Prob-Ability	Impact	Priority
					1- Low 2-Med 3-High	1-Low 2-Med 3-High	Prob-ability x Impact- Priority
028	Technology	Considerable dependence on the (State, COUNTIES) for interfaces for existing systems and new systems currently in development.	<ol style="list-style-type: none"> 1. CalWIN would have to be modified to accommodate interfaces to systems developed during or after DSD. 2. Interfaces to the new systems will not be automated and therefore, will not meet the expectation of the users. 	10/06/00 The Interfaces Track is working with the State to resolve several interface issues. These are documented in the issues database.	2	3	6
029	Technology	Inadequate COUNTY staffing (quality and/or quantity) to support pre-conversion and conversion efforts, this is likely to cause poor project planning, inadequate data cleansing, and merging of data from various systems to establish a county baseline of all data to be converted.	<ol style="list-style-type: none"> 1. Serious schedule slippage. 2. Unacceptable converted data. 3. Delay in CalWIN acceptance/approval. 4. Delay in Consortium-wide Implementation due to schedule slippage. 	09/16/00 Working on plan to secure additional funding to support County conversion activities. 10/06/00 Requires further approval (e.g. Federal) before becoming effective.	3	3	9
030	Technology	Assumptions used in the Data Usage Analysis Reports (DUARs) are not validated and capacity and performance models derive the wrong conclusions.	<ol style="list-style-type: none"> 1. Decreased system performance from original service level agreements. 2. Need for equipment upgrades and other system enhancements. 3. Overly architected system that does not meet the needs of the COUNTIES. 4. These pose the greatest risk of inaccurate modeling 	09/16/00 Added this risk – see mitigation plan for current status. 10/06/00 Will develop performance contingency plans for possible performance problem.	3	3	9

Attachment 3 – CalWIN Risk Mitigation Plans

Risk Mitigation Plan	
Risk Item Number:	007
Date:	04/05/00
Risk Owner:	Maureen Finmaid
Risk Title:	Inadequate Staffing (Vendor)
Risk Description:	Inadequate Contractor staffing (quality and/or quantity) is likely to cause poor quality work, schedule slippage or both.
Impacts:	<ol style="list-style-type: none"> 1. Delay in CalWIN deliverable acceptance. 2. Delay in Consortium-wide Implementation due to schedule slippage. 3. Negative publicity may be generated further jeopardizing the project. May result in a loss of confidence among stakeholders.
Risk Timeframe:	On-going
Risk Category:	Human Resources
Approach (Eliminate, Mitigate, Accept, Study, Transfer):	Mitigate
Mitigation Strategies:	<ol style="list-style-type: none"> 1. Get executive sponsorship and commitment to not reallocate staff to different projects. 2. Conduct project orientation and training. 3. Institutionalize documented project-wide processes and procedures. 4. Conduct team-building activities. 5. Develop strategies for hiring/replacing project staff in a timely manner with the least amount of disruption to the project. 6. Develop mechanisms for regularly assessing the quantity and quality of contractor staff to identify staffing problems/deficiencies as soon as they occur. 7. Develop strategies for correcting deliverable defects and improving poor quality products as quickly as possible with minimal impact to the project schedule.
Contingency Plan:	<ol style="list-style-type: none"> 1. Secure additional resources/funding to be used to attract and hire additional staff. 2. Identify a pool of internal staff resources to leverage when staff levels fall below acceptable levels. 3. Delay or adjust the project schedule. 4. Consortium to evoke contractual clauses related to ensuring compliance or termination.
Risk Management:	Project attrition and staffing levels.

Review Date	Risk Probability	Risk Impact	Risk Priority	Status
04/05/00	3	3	9	On-going
05/03/00	3	3	9	On-going, added contingency strategies.
06/05/00	3	3	9	Technology Services Team is experiencing difficulty in filling open positions. Team is currently employing contingency strategies to fill these positions as quickly as possible.
08/11/00	3	3	9	<ol style="list-style-type: none"> 1. EDS recruiting specialist working on identify qualified candidates for interview for Technology Services team vacancies. Working on new Performance Management tool that will promote a more equitable “pay-for-performance” model that

Review Date	Risk Probability	Risk Impact	Risk Priority	Status
				will help to retain qualified staff and top performers.
09/06/00	3	3	9	1. EDS identified local contract agencies for hiring temporary and permanent staff on an as-needed basis. Maureen has received a commitment from EDS Recruitment that the CalWIN project will be their #1 priority for staffing resources.
10/06/00	3	3	9	Working towards filling all vacancies by November 2000.

Risk Mitigation Plan	
Risk Item Number:	013
Date:	04/05/00
Risk Owner:	Robyn Dahlgren
Risk Title:	Implementation Schedule
Risk Description:	The implementation schedule does not allow for recovery from any task delays resulting in slippage of the Counties implementation date.
Impacts:	<ol style="list-style-type: none"> 1. Any delay will very likely cause a minimum one-month delay in overall project schedule. 2. Failure to meet planned implementation date will cause widespread significant business disruption.
Risk Timeframe:	On-going: Pre-pilot through Consortium-wide Implementation
Risk Category:	Implementation
Approach (Eliminate, Mitigate, Accept, Study, Transfer):	Mitigate
Mitigation Strategies:	<ol style="list-style-type: none"> 1. Monitor on-going project activities and identify, early on, any possible negative impacts to the project schedule that would impede timely, successful completion of implementation tasks and milestones. 2. Identify specific barriers and develop concomitant mitigation strategies that will provide for a successful execution of the implementation plan. 3. Work with the Counties to identify external implementation barriers and opportunities and incorporate these into the risk plan when appropriate. 4. Require that Local County Hardware be installed six months prior to planned implementation date. 5. Develop a mechanism for identifying and communicating County business disruptions as they occur (this could include pre-determined County-specific metrics in order to measure levels of disruption). 6. Work with the Counties to develop their own individual Risk Mitigation and Contingency Plans to prevent and/or minimize potential business disruptions (before, during and after they occur). 7. Develop mechanism for adjusting the projects schedule and associating “penalties” to parties responsibly for the delays. Invoke contractual tenets related to schedule delay. 8. Develop mechanism for communicating project delays and conducting “damage control” with constituents and the media as appropriate. 9. Develop and work with the CalWIN Managers Workgroup on pertinent implementation issues.
Contingency Plan:	<ol style="list-style-type: none"> 1. Double up County implementation schedule (two per month) 2. Invoke contractual tenets related to schedule delay. 3. Early intervention by projects team to correct implementation (delay) problems as they occur. 4. Communicate project delays and conduct “damage control” with constituents and the media as appropriate.
Risk Measurement:	Project Schedule – meeting goals through timely completion of projects tasks and milestones. Critical Path.

Review Date	Risk Probability	Risk Impact	Risk Priority	Status
04/05/00	3	3	9	On-going
05/03/00	3	3	9	On-going, added contingency strategies.
08/11/00	3	3	9	Added contingency strategy #9.
09/06/00	3	3	9	Working with Pilot Counties to ensure the timeline for implementation in their counties is appropriate for the level of effort required by both vendor and County staff before their go-live dates.
10/06/00	3	3	9	Currently evaluating master project plan to identify potential timeline inaccuracies based on the contract, payment schedules and the ITP. Will draft a change request to correct any problems with the timeline and conduct an impact analysis.

Risk Mitigation Plan	
Risk Item Number:	019
Date:	04/05/00
Risk Owner:	Sevena Neal
Risk Title:	Requirements Interpretation
Risk Description:	Various stakeholders interpret requirements differently, or disagree with requirements stated in the ITP.
Impacts:	<ol style="list-style-type: none"> 1. System will not be designed according to stakeholder's expectations and will not meet their perceived needs. 2. Causes a significant delay in CalWIN Joint Requirements Validation process. CalWIN requirements will not be accepted and system design and development will be significantly delayed.
Risk Timeframe:	On-going: Validation of Functional Requirements through Consortium-wide Implementation
Risk Category:	Requirements
Approach (Eliminate, Mitigate, Accept, Study, Transfer):	Mitigate
Mitigation Strategies:	<ol style="list-style-type: none"> 1. Identify and clarify requirements using the Joint Requirements Planning (JRP) process. 2. Monitor and track requirements using the requirements management, issue management, configuration management, risk management, and change management processes. 3. Facilitate on-going County involvement, training and awareness through JRP and JAD sessions. 4. Develop communication items to promote the solution. 5. Allocate a fixed number of resources to accommodate minor changes. 6. Ensure representation and participation from each County in User Acceptance Testing. 7. Communicate with external stakeholders (Directors, CalWIN Managers, etc.) to ensure all stakeholders are in agreement with the JPR process and will accept the outcomes (validated requirements) without major objection, requiring additional rework.
Contingency Plan:	1. Use Issues and Change processes to achieve understanding and agreement.
Risk Management:	User Acceptance Testing

Review Date	Risk Probability	Risk Impact	Risk Priority	Status
04/05/00	3	3	9	On-going
05/03/00	3	3	9	On-going: added contingency strategies.
07/11/00	3	3	9	Functional and Technical Requirements deliverable was approved.
08/11/00	3	3	9	Will continue to monitor this risk throughout the GSD phase of the projects.
09/06/00	3	3	9	Will continue to refine the requirements during the GSD phase of the project. Will review and validate the status of current requirements through the GSD resolve and approval process.
10/06/00	3	3	9	Disagreement over requirements interpretation is handled through our regular issue and change management processes.

Risk Mitigation Plan	
Risk Item Number:	020
Date:	04/05/00
Risk Owner:	Arlene Mendibles
Risk Title:	Significant Policy Changes Impact Requirements
Risk Description:	Federal, State and/or County legislative and/or policy changes impact project requirements. All County Letters (ACL) and All County Information Notices (ACIN) may change CalWIN related programs requirements not included in the CalWIN system baseline requirements.
Impacts:	<ol style="list-style-type: none"> 1. Significant policy changes would undoubtedly result in substantial cost and/or schedule increases and implementation delay. 2. Causes significant requirements creep and schedule slippage, delaying implementation.
Risk Timeframe:	On-going
Risk Category:	Requirements
Approach (Eliminate, Mitigate, Accept, Study, Transfer):	Accept
Mitigation Strategies:	<ol style="list-style-type: none"> 1. Monitor and track all legislative and policy changes throughout the project lifecycle. 2. Utilize project Change Management process. 3. Design system to be flexible to accommodate future modifications.
Contingency Plan:	<ol style="list-style-type: none"> 1. Invoke the Change Management Process and modify the CalWIN requirements to handle the new policy change. 2. Have change done outside of the CalWIN system; don't use CalWIN system to process changed program requirements.
Risk Management:	N/A

Review Date	Risk Probability	Risk Impact	Risk Priority	Status
04/05/00	3	3	9	On-going
05/03/00	3	3	9	On-going; added contingency strategies.
08/11/00	3	3	9	On going will continue to monitor legislative initiatives as they occur.
09/06/00	3	3	9	Continue to monitor legislative activities for changes to relevant policy, laws, and regulations. Received update on AB 1233 and discussed how this could potentially impact CalWIN if it is passed.
10/06/00	3	3	9	AB510 has been signed by the Governor and chaptered into law. The impact of this will be tracked by the project as it evolves into policy, regulation and/or procedures.

Risk Mitigation Plan	
Risk Item Number:	026
Date:	04/05/00
Risk Owner:	Sandra Erbs
Risk Title:	Inadequate Staffing (Consortium)
Risk Description:	Inadequate Consortium and/or COUNTIES staffing (quality and/or quantity) is likely to cause poor communication of requirements, inadequate identification of deliverable defects, schedule slippage, and poor quality final products.
Impacts:	<ol style="list-style-type: none"> 1. Inadequate identification/validation of requirements, deliverable defects and final products. 2. Delay in CalWIN acceptance/approval 3. Delay in Consortium-wide Implementation due to schedule slippage.
Risk Timeframe:	On-going
Risk Category:	Human Resources
Approach (Eliminate, Mitigate, Accept, Study, Transfer):	Mitigate
Mitigation Strategies:	<ol style="list-style-type: none"> 1. Conduct project orientation and training. 2. Institutionalize documented project-wide processes and procedures. 3. Conduct team-building activities. 4. Develop strategies for hiring/replacing project staff in a timely manner with the least amount of disruption to the project. 5. Develop mechanisms for regularly assessing the quantity and quality of staff to identify staffing problems/deficiencies as soon as they occur. Develop strategies for correcting deliverable defects and improving poor quality products as quickly as possible with minimal impact to the project schedule. 6. Develop strategies for correcting deliverable defects and improving poor quality products as quickly as possible with minimal impact to the project schedule.
Contingency Plan:	<ol style="list-style-type: none"> 1. Secure additional resources/funding to be used to attract and hire additional staff. Identify a pool of internal staff resources to leverage when staff levels fall below acceptable levels. 2. Identify a pool internal staff resources to leverage when staff levels fall below acceptable levels. 3. Delay or adjust the project schedule. 4. Consortium to evoke contractual clauses related to ensuring compliance or termination.
Risk Management:	Project Attrition

Review Date	Risk Probability	Risk Impact	Risk Priority	Status
04/05/00	3	3	9	On-going
05/03/00	3	3	9	On-going: added contingency strategies.
07/01/00	3	3	9	Hired Consortium Training Manager
08/02/00	3	3	9	Increased visibility of needs and standardizing communications of action items. Set up website to control the receipt and sending of information to and from the Counties.
09/06/00	3	3	9	Continue to recruit staff for vacant positions. Identified 2 new county staff to fill positions (1 is a replacement). The Technical Team has filed two positions with contract staff to support network and conversion project functions.
10/06/00	3	3	9	No status change.

Review Date	Risk Probability	Risk Impact	Risk Priority	Status
Risk Mitigation Plan				
Risk Item Number:	027			
Date:	05/03/00			
Risk Owner:	Sandra Erbs			
Risk Title:	State Budget Cycle			
Risk Description:	The lengthy State budget cycle will likely result in misappropriation of CalWIN Project funds for a SFY.			
Impacts:	1. Failure to accurately reallocate unspent dollars to future SFYs over six months in advance of the new SFY. 2. Failure of State to accurately reimburse Counties for project expenditures due to inability to “roll over” project funds.			
Risk Timeframe:	On-going: Project Start through Consortium-wide Implementation			
Risk Category:	Cost			
Approach (Eliminate, Mitigate, Accept, Study, Transfer):	Accept			
Mitigation Strategies:	1. Monitor on-going claiming activities and identify, early on, any possible negative impacts to the project budget for each SFY. 2. Identify specific barriers and work with the State stakeholders to develop a strategy for budget approval on a project basis rather than a SFY basis. 3. Reviewing “lessons learned” from other similar systems” implementations. 4. Perform an analysis using other project’s conversion results data to accurately estimate CalWIN conversion resources needs and request additional funding if justified.			
Contingency Plan:	None			
Risk Management:	Project Budget – meeting budget projections for each SFY			

Review Date	Risk Probability	Risk Impact	Risk Priority	Status
04/05/00	3	3	9	On-going
05/03/00	3	3	9	On-going: added contingency strategies.
08/11/00	3	3	9	Reviewing “ lessons-learned” from other project and analyzing conversion resources for additional funding request.
09/06/00	3	3	9	No change to report.
10/06/00	3	3	9	Legislation has been passed to allow funds to automatically role from FY to FY for the project life cycle. This becomes effective in the next budget cycle.

Risk Mitigation Plan	
Risk Item Number:	029
Date:	07/14/00
Risk Owner:	Bob Fyfe
Risk Title:	Consortium Conversion Activities
Risk Description:	Inadequate COUNTY staffing (quality and/or quantity) to support pre-conversion and conversion efforts, this is likely to cause poor project planning, inadequate data cleansing, and merging of data from various systems to establish a county baseline of all data to be converted.
Impacts:	<ol style="list-style-type: none"> 1. Serious schedule slippage 2. Unacceptable converted date 3. Delay in CalWIN acceptance/approval. 4. Delay in Consortium-wide Implementation due to schedule slippage.
Risk Timeframe:	On-going: from conversion planning through implementation.
Risk Category:	3. Technology
Approach (Eliminate, Mitigate, Accept, Study, Transfer):	Mitigate
Mitigation Strategies:	<ol style="list-style-type: none"> 1. CalWIN project team is proactive in assisting counties with project plans (straw man), resource expectations, ensure that the counties include this process in their planning activities. 2. Monitor the status on various stages of the conversion lifecycle at each of the counties.
Contingency Plan:	To be developed with the Counties and the conversion/technology teams.
Risk Management:	Conversion metrics, exception reporting, status reporting.

Review Date	Risk Probability	Risk Impact	Risk Priority	Status
07/14/00	3	3	9	Added 07/14/00; on-going
08/11/00	3	3	9	Continue to monitor activities and compare other systems' conversions effort results to appropriately estimate and plan for CalWIN.
09/06/00	3	3	9	The Consortium is working to secure additional funds to augment the current proposed County Conversion staff.
10/06/00	3	3	9	Requires further approval (e.g., Federal) before becoming effective.

Risk Mitigation Plan	
Risk Item Number:	030
Date:	09/06/00
Risk Owner:	Bob Fyfe
Risk Title:	
Risk Description:	
Impacts:	
Risk Timeframe:	
Risk Category:	
Approach (Eliminate, Mitigate, Accept, Study, Transfer):	
Mitigation Strategies:	
Contingency Plan:	
Risk Management:	

Review Date	Risk Probability	Risk Impact	Risk Priority	Status